UNIVERSITI PUTRA MALAYSIA

RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE, ORGANIZATIONAL COMMITMENT, JOB SATISFACTION, EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG LOCAL GOVERNMENT EMPLOYEES IN LAGOS STATE, NIGERIA

IKENNA JENNIFER AMAKA

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By

IKENNA JENNIFER AMAKA

Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia in Fulfillment of the Requirements for the Degree of Master of Science

January 2020

DEDICATION

I dedicate this work to God of Heaven; my sustainer and defender, and to my sweet family (El-Humphrey, Ebubechukwu, Chimzaramekpere, Kamsiyochukwu and Munachimso).

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IKENNA JENNIFER AMAKA

January 2020

Chairman : **Siti Noormi binti Alias, PhD**
Faculty : **Educational Studies**

Organizational Citizenship Behavior (OCB) is known to be one of the most important concepts in organizational effectiveness and efficiency on quality and productivity. Determining how OCB contributes indirectly to an organization through the organization's social system has been of increasing interest to both scholars and managers. Although the antecedents of organizational citizenship behaviors have been largely investigated by researchers, there is still little research considering the results of organizational citizenship behavior on public organization. While it is evident that there are numerous crucial determinants of OCB that are known to enhance organizational effectiveness, efficiency, productivity and overall performance, research with respect to the specific factors that promote OCB under different organizational contexts is scarce. Thus, this study tends to examine the determinants of organizational citizenship behavior among employees of local government areas in Lagos State, Nigeria. This study employed multi-stage sampling techniques on 400 employees of three selected local government areas in Lagos. A self-administered questionnaire was distributed between the months of February and March, 2018 and the data collected was analyzed using SPSS version 22.0. The result of the descriptive analyses obtained indicated that there is high level of employee job satisfaction, organizational commitment, organizational justice, employee engagement as well as high level of OCBs. Also result of a Pearson correlation revealed that the employee job satisfaction, organizational commitment, employee engagement and organizational justice all have significant ($p<0.001$) and positive relationship with organizational citizenship behavior (OCB). Result of the multiple regression indicated that Job satisfaction has the most significant influence on organizational citizenship behavior ($p<0.001$), followed by the organizational commitment, the employee engagement, and variable with least effect was the organizational justice. Based on the

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outcome of the study, it can be concluded all the independent variables have positive and significant influence on OCB and therefore recommended that the local government authorities should device a means that would enhance organizational citizenship behavior among local government employees.

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Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

HUBUNGAN ANTARA KEADILAN ORGANISASI, KOMITMEN ORGANISASI, KEPUASAN KERJA, KETERLIBATAN PEKERJA DAN TINGKAH LAKU KEWARGANEGARAAN ORGANISASI DALAM KALANGAN PEKERJA KERAJAAN DI NEGERI LAGOS, NIGERIA

Oleh

IKENNA JENNIFER AMAKA

Januari 2020

Pengerusi : **Siti Noormi binti Alias, PhD**
Fakulti   : **Pengajian Pendidikan**

Gelagat Kewarganegaraan Organisasi (OCB) dikenali sebagai salah satu konsep paling penting dalam kecekapan dan keberkesanan organisasi ke atas kualiti dan produktiviti. Penentuan bagaimana OCB menyumbang secara tidak langsung kepada sesebuah organisasi melalui sistem sosial telah meningkatkan minat bagi kedua-dua sarjana dan pengurus. Walaupun anteseden gelagat kewarganegaraan organisasi amat banyak diselidiki oleh penyelidik, masih terdapat sedikit penyelidikan mengenai dapatan gelagat kewarganegaraan organisasi ke atas organisasi awam. Sementara terbukti bahawa terdapat pelbagai determinan OCB penting yang diketahui dapat meningkatkan keberkesanan, kecekapan, produktiviti dan keseluruhan prestasi organisasi, penyelidikan berkaitan dengan faktor khusus yang dapat mempromosikan OCB di bawah konteks organisasi adalah kurang. Oleh sebab itu, kajian ini cuba untuk meneliti determinan gelagat kewarganegaraan organisasi dalam kalangan pekerja kawasan kerajaan tempatan di Negeri Lagos, Nigeria. Kajian ini menggunakan teknik persampelan multiperingkat ke atas 400 pekerja bagi tiga kawasan kerajaan tempatan terpilih di Lagos. Sebuah soal selidik isi sendiri telah diedarkan antara bulan Februari dan Mac, 2018 dan data yang dikumpulkan telah dianalisis menggunakan SPSS versi 22.0. Dapatan analisis deskriptif yang diperoleh memperlihatkan bahawa terdapat tahap kepuasan kerja pekerja, komitmen organisasi, keadilan organisasi, keterlibatan pekerja yang tinggi di samping tahap OCB yang tinggi. Di samping itu, dapatan korelasi Pearson memperlihatkan bahawa kepuasan kerja pekerja, komitmen organisasi, keterlibatan pekerja dan keadilan organisasi semua mempunyai hubungan yang signifikan p<0.001) dan positif dengan gelagat kewarganegaraan organisasi (OCB). Dapatan regresi ganda memperlihatkan bahawa kepuasan kerja mempunyai pengaruh yang paling signifikan ke atas gelagat kewarganegaraan organisasi (p<0.001), diikuti oleh komitmen organisasi, keterlibatan pekerja, dan pemboleh ubah yang paling kurang kesan ialah keadilan organisasi. Berdasarkan dapatan kajian,

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dapatlah disimpulkan bahawa semua pemboleh ubah tak bersandar mempunyai pengaruh yang positif dan signifikan ke atas OCB dan oleh itu disyorkan supaya pihak kerajaan tempatan wajar merangka suatu cara yang dapat meningkatkan gelagat kewarganegaraan organisasi dalam kalangan pekerja kerajaan tempatan.

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Siti Noormi binti Alias, PhD
Senior Lecturer
Faculty of Educational Studies
Universiti Putra Malaysia
(Chairman)

Mohd Ashraff Mohd Anuar, PhD
Senior Lecturer
Faculty of Educational Studies
Universiti Putra Malaysia
(Member)

_____
ZALILAH MOHD SHARIFF, PhD
Professor and Deean
School of Graduate Studies
Universiti Putra Malaysia

Date:

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Declaration by graduate student

I hereby confirm that:
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Signature: _____   Date: _____

Name and Matric No.: Ikenna Jennifer Amaka GS45314

Declaration by Members of Supervisory Committee

This is to confirm that:
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- supervision responsibilities as stated in the Universiti Putra Malaysia (Graduate Studies) Rules 2003 (Revision 2012-2013) are adhered to.

Signature:
Name of Chairman
of Supervisory
Committee: Dr. Siti Noormi binti Alias

Signature:
Name of Member
of Supervisory
Committee: Dr. Mohd Ashraff Mohd Anuar

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LIST OF ABBREVIATIONS

LGAs   Local Government Areas

OCB   Organizational Citizenship Behavior

SET   Social Exchange Theory

CHAPTER 1

INTRODUCTION

This chapter provides an over view of the thesis under the subheading 'Background of the study'. This chapter also provides information about the statement of problem of the research as well as the research objectives. Research hypothesis were also formulated and presented under this chapter. The significance of this study, the scope and limitation and definition of terms were also provided here.

1.1   Background of the study

Several organizations are more fascinated by how their employees feel, how they think about their works and their willingness to dedicate their time, skills and energy to the organization (Ariani, 2016). In most organizations, they attribute their successes to the creative and hardworking employees they have, and thus, consider them as one of their most important assets. It is quite likely that many employees in some organizations are not only carrying out their major assigned responsibilities, but rather, they are giving above and beyond their assigned responsibility for the overall benefit of their organizations (Fatoni, Prihatini, & Suryaningsih, 2018). This super performance or rather extra role behavior has been named Organizational Citizenship Behavior (OCB) (Kumari & Thapliyal, 2017).

OCB has been defined as partaking in activities or engagements that are not officially part of the assigned responsibilities of an employee, but this extra-performance is of great benefit to the organization (Ariani, 2016). For instance, OCB includes; cooperating with colleagues, volunteering for extra effort to accomplish task, and sharing positive and progressive ideas. The OCB construct was derived from the need to inspire collaboration and assistance between employees of an organization in order to enhance organizational performance (Velickovska, 2017).

Kvitne (2017) cited Katz (1964) as saying that behaviors that are useful and helpful are vital for organizational success. He recognized three (3) different sorts of behaviors that are important for an effective and efficient organization. First, employees must be encouraged in order to gain their loyalty to stay in the organization. Secondly, the workers need to understand their assigned tasks and the requirements of their jobs. Thirdly and lastly, Katz (1964) stated that organizations need workers that are enthusiastic to do more and to give more than what is needed from them. Therefore, this last assertion denotes the birth of OCB.

Bateman and Organ (1983), in their research introduced the concept "Organizational Citizenship Behavior" and described it as behaviors that a worker willingly showcases which promotes the efficiency but are actually not openly rewarded by the organization. Nevertheless, the definition of OCB by Organ, (1988) is described as the

most widely used in the literature. He defined OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, Podsakoff, & MacKenzie, 2005, p. 3). In recent times, this definition has been improved to differentiate between Organizational Citizenship Behavior and Task Performance. The reviewed definition of OCB described it as a the extra performance exhibited by employee, which enhances the psychological as well as social environment that the task performance takes place (Podsakoff, Whiting, Podsakoff, & Blume, 2009). This definition clearly shows that OCB and task performance are entirely different and it clearly eliminates the expression that OCB is not "explicitly recognized by the formal reward system" (Organ, 1988, p.26).

As OCB is defined as "helping behavior that goes beyond the job description or task performance", it is imperative to differentiate between task performance and OCB. But Neeta Bhatla (2016) clarified that there are two dissimilarities between OCB and task performance. In the first instance, the responsibilities that comprise a job are distinctive to each job. Secondly, employees that are in the same job position may be handling different tasks in different organizations. Therefore, OCB is usually a performance that is nonspecific and applies across jobs (Kvitne, 2017).

In Nigeria, there are several studies on OCB in different sectors such as; Peace Ireju and Enuolare Nwigoh, (2018), who did an appraisal of Organizational Citizenship Behavior in media organizations with a focus on its effect on journalism practice in Nigeria. Others such as Francis, (2018), investigated Organizational Citizenship Behavior among oil workers in Nigeria and some demographic factors that determine this behavior among the workers. Specifically, Olowookere and Adejuwon, (2015) studied main dimensions of OCB in the Nigerian context and came up with suitable measure of OCB construct in Nigeria. However, no study was reported in Nigeria to have been carried out on OCB among local government employees. Literatures were especially dart in explaining the role of OCB in determining employees' performance, job satisfaction and organizational commitment especially in developing countries, particularly Nigeria. Thus; it is of paramount importance to examine the Organizational Citizenship Behavior among employees of local government in Lagos State, Nigeria. Previous studies such as Ibrahim, Ghani, Munir, and Salleh, (2013) examine the concept of OCB among local government employees in Malaysia. In Uganda, Obedgiu, Bagire, and Mafabi, (2017) also examined organizational commitment and organizational citizenship behavior among local government civil servants. However, literature is scarce about the examination of OCB in local government setting in Nigeria. This study tries to open a new window of research by examining OCB and its relationship with organizational commitment, organizational justice, job satisfaction and job commitment among local government employees in Lagos state, Nigeria.

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1.2   Statement of Problem

While it is evident that there are numerous crucial determinants of OCB that are known to enhance organizational productivity, efficiency, effectiveness, and overall organizational performance, studies related to the factors that encourage OCB in different organizational settings is rare (Mcbain, 2017), particularly in the public organizational environment or precisely local government set up (Obedgiu et al., 2017). Thus, exploring voluntary behavior of employees is important in public sector, especially in LGAs. This study therefore, aims to the relationship between job satisfactions, commitment, engagement, organizational justice with OCB in a local government set up in Nigeria. It is anticipated that the relationship between employees and the administrators in LGAs' may differ with that of the corporate bodies. This study therefore will open a new window of research by examining OCB from local government set up.

Among the antecedents of OCB for example, employee job satisfaction has been studied by some scholars with special interest in work performance (Mohammad, Habib, & Zakaria, 2010; Bakhshi, Sharma, & Kumar, 2011; Zayas-Ortiz, Rosario, Marquez, & Gruneiro, 2015; Nadim, Hassan, Abbas, & Naveed, 2016; Fatoni, Prihatini, & Suryaningsih, 2018), however little is known about how job satisfaction variable influence OCB in Nigerian context.

Furthermore, organizational commitment as another important variable of this study, has also been proposed as a strong antecedent of OCB (e.g., Harvey, Bolino, & Kelemen, 2018; Nadim et al., 2016; Obedgiu et al., 2017). However, majority of the study that examines the relationship between OCB and organizational commitment put emphases on only one dimension of organizational commitment, which is "affective commitment" (e.g., Zayas-Ortiz et al., 2015). Therefore, this study has been conducted by employing all the three (3) measures of organizational commitments. These includes; normative commitment, continuance commitment and the affective commitment. For example, Bakhshi et al., (2011) cited Meyer, Stanley, Herscovitch, and Topolnytsky (2002), that the deficiency in the literature concerning normative commitment is owing to the fact that its origin is from culture and thus measuring its antecedents will be very challenging. Moreover, Randall (1993) stated that virtually all research on organizational commitment were carried out in North American population and therefore, have been limited to developed countries. Likewise, Meyer et al. (2002, p.24) held similar believe and stated that "… the number of studies conducted outside North America is still relatively small, and the number of studies from other countries is smaller". In Asia, specifically Malaysia, Ibrahim et al., (2018) recently examined OCB among local government employees. However in Africa, only one study was reported specifically Uganda, by Obedgiu, Bagire, and Mafabi, (2017) who examine the level of OCB among staff of local government. Hence, carrying out study by examining the relationship between all the dimensions of commitment with OCB African population, precisely in Nigeria will contribute to the growing literature and help to fill this gap.

Most studies on OCB have their focus on the concept and theoretical work (Organ, 1988; Barnard, Electric, & Blau, 2005; Koning & Van Kleef, 2015; Ariani, 2016; Demirel, Elhusadi, & Alhasadi, 2018; Günay, 2018; Ishfaq & Adeel, 2016; Prasetio, Yuniarsih, & Ahman, 2017; Rekha & Sasmita, 2019). These studies provide an insight into organizational citizenship and employee engagement in the general population, however little research on the relationship between OCB and employee engagement has been documented in developing countries (Podsakoff, Whiting, Podsakoff, & Blume, 2009; Akinmayowa, 2011; Meyer, Stanley, & Parfyonova, 2012;). Studies in countries like Nigeria will add to existing knowledge on the significant of engagement on employee OCB and subsequently to performance. Empirical research on the relationship between OCB and employee engagement have not been fully documented especially in the public sector in Nigeria. Against this backdrop, this study would explore the relationship between OCB and employee engagement behavior among local government employees in Nigeria. An understanding of the extent of this problem will feed into policy making, program development and implementation in public sector in Nigeria especially in the local government.

Preceding studies on OCB shows that there is little work on OCB in diverse cultures. This position create a future research direction which involve investigating the differences in performance evaluations due to OCB in individualistic and communalist cultures (Johnson, Holladay, & Quinones, 2009). Although, individualistic cultures in theory, would probably have a very negative reaction than it would be in the case of collectivist cultures, as individualistic cultures place important to individual whereas collectivist cultures places important to the organization. And by this notion, it is anticipated that those employees who attached importance to the organization would reveal more OCB.

The antecedents of OCB have been widely examined by researchers; however, there is little research interest on the study of OCB in public organization. To the best of the knowledge of the author, no study was reported on organizational citizenship behaviors especially in the local government settings in Nigeria. As many of the researches conducted on OCB were done in Asia, Europe and America, only few case studies were reported in Africa, and particularly Nigeria. More so, among the few studies conducted, mostly focuses on companies and other private establishment. Interest on employees of pubic organization was not given much attention in the literatures.

1.3   Research Objectives

The general objective of this study is to examine the influence of employees' job satisfaction, commitment, perceived organizational justice, and employee engagement on organizational citizenship behavior among local government employees in Lagos State, Nigeria.

The specific objectives are;

1. to determine the level of organizational citizenship behavior among local government employees in Lagos Nigeria.
2. to determine the level of employees' job satisfaction, commitment, perceived organizational justice, and employee engagement among local government employees in Lagos state Nigeria.
3. to determine the relationship between organizational citizenship behavior and employees' job satisfaction, job commitment, perceived organizational justice, and employee engagement.
4. to determine the influence of the employees' job satisfaction, commitment, perceived organizational justice, and employee engagement on organizational citizenship behavior among the employees of local governments in Lagos.

1.4 Research Hypothesis

H_1: There is significant relationship between organizational citizenship behavior and job satisfaction, commitment, perceived organizational justice, and employee engagement.

H_2: There is significant influence of job satisfaction, job commitment, perceived organizational justice, and employee engagement on organizational citizenship.

1.5 Significance of the Study

The significance of this study can be threefold. Firstly, it will provide an insight into the workers commitment for their job and factors influencing OCB among employees of a public sector. Secondly, many researches on organizational citizenship behavior conducted were mostly in private setup, this study will contribute to the growing literature by contributing on the role of OCB among employees in a public sector within the context of developing countries like Nigeria. Thirdly, because employees' OCB in an organization help them to achieve better performance ratings and receive greater rewards, identifying this category of employees in an organization is important especially in the face of difficulties such as during an economic downturn.

Determining how organizational citizenship behavior contributes circuitously to an organization via the social system of an organization has been of growing attention to managers, administrators and scholars. This behavior offers the needed flexibility to work through numerous unpredicted eventualities and it aids workers to handle stressful situations through interdependence in an organization. The existing literature on management proposes that OCB has a significant effects on the general organizational effectiveness (Koning & Van Kleef, 2015; Neeta Bhatla, 2016; Organ, 1988), and thus, administrators often give consideration on OCB while assessing employee performance for promotions and salary increase (Podsakoff et al., 2009). As such, workers who involve in OCB are anticipated to have greater levels of work

enthusiasm and job satisfaction than those who do not. Hence, it is anticipated that higher levels of organizational citizenship behavior may result to improved output and, subsequently, increase in profitability.

Other ways that this current study will be of help include the cultural facet of organizational behavior, which is explained to shed light on the reason why the selected variables of this study (Job satisfaction, Job commitment, organizational justice, employee engagement) were chosen as predictors of OCB in Nigerian context. In addition, both the cultural relevance as well as the scope of the study mentioned the probable significance of this study to the OCB literature.

1.6   Scope

The scope of the present study was only local government employees in Lagos State, Nigeria. Methodologically, the scope of this research focuses only on exploring the level as well as the effect and the relationship between employees' job satisfaction, commitment, perceived organizational justice, and employee engagement as predictors of OCB among local government personnel in Lagos state Nigeria. Also, this study adopted quantitative research design approach and therefore, questionnaire was the only means of data collection and the analyses where also done quantitatively.

On the other hand, the scope of the study centers on those independent variables frequently mentioned in the literature that have significant relations with OCB. This shows why organizational commitment, job satisfaction, organizational justice and employee engagement are carefully chosen as the variables that have influence on OCB.

1.7   Definition of Terms

1.7.1   Conceptual Definition of Terms

1) **Employee engagement:**

- Employee engagement has been defined as emotional commitment to the organization (Bamruk 2004; Richman, 2006, Shaw 2005).
- Perrin's Global Workforce Study (2003) gave the definition as "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis."

2) **Job Satisfaction:**

- Locke and Weiss (2001, p.282), defined job satisfaction is "a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job".

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- George and Jones (2008, p.54) define it as "the collection of feelings and beliefs the people have about their current jobs".

3) Organizational citizenship behavior (OCB):

- Smith, Organ, and Near (1983) gave the definition of OCB as "individual contributions in the workplace beyond role requirement and contractually rewarded job achievements".
- Banki, (2010, p.12), defined OCB as "an extra work behaviors that are not listed among the traditional job performance measures which overly affect organizational success in the long run".

4) Organizational commitment:

- O'Reilly and Chatman (1986) defined organizational commitment as "the psychological attachment felt by a person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspective of the organization" (p. 493).

5) Organizational Justice:

- Description and explanation of fairness in the workplace (Colquitt et al., (2001).
- Beugré, (1998), defined organizational justice as "the perceived fairness of the exchanges taking place in an organization, be they social or economic, and involving the individual, in his or her relations with superiors, subordinates, peers, and the organization as a social system".

1.7.2   Operational Definition of Terms

The operational definitions are those definitions of concept used for the purpose of this study.

1. **Employee Engagement:** Is the employee feeling of greater attachment, involvement and satisfaction by devoting his physical, cognitive, and emotional energies to his work and organization.
2. **Job Satisfaction:** job satisfaction can be defined as pleasurable or positive emotional state of mind that employee feels as a result of his feeling of physical and psychological fulfillment by his job.
3. **Organizational Citizenship Behaviors (OCB):** can be referred to those needed worker's behaviors that are not mandated on him by the organization, but are important for effective work practices of the organization.
4. **Organizational Commitment:** can be referred to an emotional connection that the employee feels with his job.
5. **Organizational Justice:** can be referred to as the employee perceptions of fairness treatment in their workplace.

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BIODATA OF STUDENT

Ikenna Jennifer Amaka was born at Oraifite, Anambra State, Nigeria in 1987. She had her primary and secondary school education in Anambra and Oyo State, Nigeria before she proceeded to Nnamdi Azikiwe University Awka, Anambra State, Nigeria where she obtained her Bachelor of Science Degree in Economics in 2010. She gained admission to study Master of Science in Universiti Putra Malaysia in 2016. She has worked with various Insurance Companies in Nigeria. Her research interest majors on Human Resource Development. Her hobbies include dancing, singing, making new friends and visiting tourist attractions. She has a strong culinary skill. She is happily married with children.

LIST OF PUBLICATIONS

Amaka, I. J, Alias, N, Mohd Anuar, M.A (2019) *"Exploring the Application, Dimensionality and Factor Structure of Organizational Citizenship Behavior Scale among Local Government Employees in Lagos, Nigeria"* International Journal of Research and Innovation in Social Sciences (IJRISS) vol.3 issue 12, pp.28-35 December 2019. URL: https://www.rsisinternational.org/journals/ijriss/Digital-Library/volume-3-issue-12/28-35.pdf

Amaka, I. J, Alias, N, Mohd Anuar, M.A (2019) *"Factors Influencing Organizational Citizenship Behavior (OCB) among Local Government Employees in Lagos State, Nigeria"* In: 5th International Conference on Educational Research and Practice (ICERP) 2019, 22-23 Oct. 2019, Palm Garden Hotel, Putrajaya, Malaysia. (pp. 463-470)

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